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NAVAL PERSONNEL RESEARCH & DEVELOPMENT LABORATORY

WASHINGTON, D. C. 20390

WSR 70-3

December 1969

SUPERVISORS' ASSESSMENTS OF THE GRADUATES OF THE ASSOCIATE DEGREE COMPLETION PROGRAM

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AN ACTIVITY OF THE BUREAU OF NAVAL PERSONNEL

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WSR 70-3

December 1969

**SUPERVISORS' ASSESSMENTS
OF THE GRADUATES OF THE
ASSOCIATE DEGREE COMPLETION PROGRAM**

(T. I. No. 574036901)

by

T. W. Muldrow

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Motivational and Survey Research Division
Naval Personnel Research and Development Laboratory
Washington, D. C. 20390

AN ACTIVITY OF THE BUREAU OF NAVAL PERSONNEL

FOREWORD

SUBMITTED BY

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Director, Motivational and Survey Research Division

APPROVED

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Commander, U. S. Navy
Commanding Officer

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SUMMARY

Purpose

The objective of this survey was to determine how supervisors of graduates of the Associate Degree Completion Program (ADCOP) felt participation in the program affected the graduates' on-the-job performance and general attitude toward the Navy.

Approach

During the last week of July 1968 a questionnaire was mailed to each of the supervisors (N=41) of ADCOP's first group of graduating participants. Follow-up questionnaires were mailed three weeks later to non-respondents. Reported data are based upon a 100% response to the questionnaires.

Findings

The majority of the supervisors felt that the ADCOP graduate was a greater asset to the Navy because of his junior college schooling, and that ADCOP would prove to be beneficial to the Navy and to the men who participate in the program.

Supervisors rated at least 70% of the graduates as "highly satisfactory" or "outstanding" on 31 subfactors related to their work. The highest ratings were given for those areas included under the major factor "Adaptability on the Job as a Whole," such as cooperation with supervisors, dependability, relations with fellow workers, and willingness to learn.

Nine out of ten supervisors considered the ADCOP graduate better in communication skills than his non-ADCOP peers and indicated more would be expected of the ADCOP graduate.

Twenty-four (59%) of the supervisors wrote comments which reflected positive attitudes toward the value of the program. Generally, the graduates were considered to be very competent in oral and written communication skills. However, these supervisors indicated in their comments, that they found it difficult to assess improvement in the graduates performance and felt it would have been much easier if they had known the individual prior to his entering the program. The general feeling was that the men were probably "outstanding" before their participation in ADCOP.

REPORT USE AND EVALUATION

Feedback from consumers is a vital element in improving products so that they better respond to specific needs. To assist the Chief of Naval Personnel in future planning, it is requested that the use and evaluation form on the reverse of this page be completed and returned. The page is preaddressed and franked; fold in thirds, seal with tape, and mail.

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Report Title & No.: Supervisors' Assessments of the Graduates of the Associate Degree Completion Program WSR 70-3

1. Evaluation of Report. Please check appropriate column.

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Completeness				
Technical Accuracy				
Validity of Recommendations				
Presentation & Style				
Other				

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- c. What types of research would be most useful to you for the Chief of Naval Personnel to conduct?
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INTRODUCTION

A. Purpose

The objective of this survey was to determine how supervisors of graduates of the Associate Degree Completion Program (ADCOP) felt participation in the program affected the graduates' on-the-job performance, aspirations and general attitude towards the Navy.

B. Background

ADCOP was instituted in the Fall of 1966 in order to offer highly motivated career petty officers the opportunity to pursue a course of instruction in a junior college which leads to an Associate of Arts/Science degree in various vocational-technical fields. Students are required to pursue a field of study which is closely related to their rating and which will serve to improve proficiency in that rating.

Thus far there have been four inputs into the program (Fall, 1966; Fall, 1967; Fall, 1968; and Winter, 1968). These groups represent 270 enlisted personnel who have entered ADCOP.

In order to assist the Enlisted Personnel Division (Pers-B2), Bureau of Naval Personnel, in its evaluation and plans for expansion of the program a comprehensive study was undertaken which required the administration of three questionnaires to participants at three specific times: (1) upon entry into the program (ENTRY Questionnaire); (2) at time of graduation (GRADUATION Questionnaire); and (3) six months after graduation (POST Questionnaire). Concurrently with the POST Questionnaire, the supervisor is requested to provide a confidential evaluation of each participant (COMMANDING OFFICER Questionnaire). This evaluation is used for research purposes only and will not become a part of the individual's personnel file. The following studies were completed:

In October 1967, the first ENTRY Questionnaire was administered to each student then enrolled at one of the four participating junior colleges. These 142 students were members of the first (Fall, 1966) and second (Fall, 1967) input groups. The findings of this survey were published in December 1967 (1).

The first GRADUATION Questionnaire was administered in January 1968 to the 41 men who comprised ADCOP's first graduating class. Each of these men entered ADCOP in Fall 1966. Results of this survey were published in June 1968 (2).

ADCOP's second graduation was held June 14-15, 1968. This graduating class was composed of 36 enlisted men and one enlisted WAVE. Twenty-six students were from the first input group, and 11 were from the second input group. This group of graduates was surveyed by GRADUATION Questionnaire in May 1968 and the findings were published in September 1968 (3).

The first POST Questionnaire was administered in July 1968 to the 41 men who comprised ADCOP's first graduating class and had returned to the fleet. Results of this survey were published in October 1968 (4).

Reported herein are the findings of the first administration of the COMMANDING OFFICER Questionnaire.

APPROACH

A. Development and Description of Questionnaire

The COMMANDING OFFICER Questionnaire was developed following discussions with representatives of the Enlisted Personnel Division (Pers-B2). This questionnaire was composed of 19 multiple choice questions, an open-end question and an evaluation on 31 performance factors. The survey instrument was to provide an evaluation of the effect of ADCOP on the participants' performance in his rating, his interpersonal relationships in the Navy, and his potential benefit to the Navy. Respondents were given the opportunity to write in comments about the man being evaluated. A copy of the questionnaire can be found in Appendix A.

B. Collection of Data

During July 1968 questionnaires were mailed to each commanding officer (N=41) of the ADCOP graduates with a request that the graduate's supervisor complete the questionnaire. Follow-up questionnaires were mailed three weeks later to non-respondents. Data were eventually obtained from all supervisors surveyed.

C. Description of Raters (Supervisors)

Thirty-two (78%) of the supervisors were Lieutenants, five (12%) were Lieutenant Commanders, and four (10%) were Commanders. Twenty-one raters (51%) were immediate supervisors of the individuals being rated, and the remaining 20 (49%) served in positions such as department heads, Division Officers, Executive Officers and other administrative type jobs, but were not functioning as immediate supervisors of the graduates. Thirty (73%) of these supervisors had known the graduates at least three months when asked to evaluate them.

D. Description of Ratees (ADCOP Graduates)

At the time of evaluation by their supervisors, each of the graduates had been out of the program for six months. Each of them were among the initial selectees for ADCOP. Forty-four percent were E-6s, thirty-nine percent were E-7s, seven percent were E-8s, seven percent were E-9s, and three percent were E-5s when they were rated. More than 50% were on their third or later enlistment, and had from nine to thirteen years of Active Federal Military Service (AFMS). The median age of these ratees was 28 years and 78% were married.

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FINDINGS AND DISCUSSION

A. Perceived Benefit of ADCOP Participation

The supervisors were asked to measure any improvement in the graduate's performance which could be attributed to his ADCOP schooling. As a basis for evaluation the graduate was to be compared with peers in the same pay grade and rating who had not participated in the program. However, it should be noted that these supervisors were asked to evaluate men whom they did not know prior to ADCOP schooling so no measure of improvement is possible.

As shown below, nine out of ten supervisors considered the ADCOP graduate somewhat better in communication skills, and a better representative of the Navy than his non-ADCOP peers. In the other areas of personal attributes and work performance the ADCOP graduate excelled his non-ADCOP counterpart.

B. Ranking of Areas Perceived as Benefits of ADCOP Participation (Much and slightly better combined)

Communication Skills	(90%)
Good Representative of the Navy	(90%)
Enthusiasm about Work	(77%)
Evidence of Initiative	(73%)
Ability to Get Along with those Under Whom He Is Working	(69%)
Evidence of Leadership Ability	(68%)
Ability to Get Along with Peers	(62%)
Professional Proficiency	(57%)
Technical Performance on Job	(54%)
Ability to Get Along with those Working under Him	(53%)

Almost all (98%) of the supervisors felt that the ADCOP graduate was a greater asset to the Navy because of his junior college schooling. A majority (85%) felt that ADCOP would prove to be beneficial to the Navy and to the men who participate in the program.

C. Adjustment of ADCOP Graduates to Military Life and Standards of Job Performance Expected from ADCOP Graduates

Of those supervisors (37) who felt they were in a position to make a judgment about the men, 35 (95%) felt the ADCOP graduate made the readjustment to military life easily. Thirty-seven (90%) of the respondents indicated they expected a higher standard of performance on the job from ADCOP graduates because of their participation in the program.

D. Attitude Toward Navy Life After Participation in ADCOP

The supervisors were asked to assess the graduates' attitudes toward Navy life since completion of ADCOP. They expressed an opinion on change in attitude toward the Navy on less than half of the graduates. Of these 19 graduates, the supervisors felt that eight showed a more favorable attitude, eight showed no detectable change, and three showed a less favorable attitude toward the Navy.

E. Rank Aspirations

Supervisors were asked whether they thought attendance at ADCOP had increased the rank aspirations of the graduates they were supervising. Of the 35 who expressed an opinion, 27 (77%) felt participation in ADCOP had increased the rank aspirations of the graduates. Thirty-two (78%) felt the ADCOP participants were capable of attaining Warrant or Commissioned Officer status before leaving active duty.

F. Ratings of ADCOP Graduates

The last page of the COMMANDING OFFICER Questionnaire was designed as a rating form to be used in the evaluation of the graduates in areas related to their work. There were four major factors containing 31 subfactors on which the men were to be rated. The major factors were: "Adaptability on the Job as a Whole," "Quality of Work," "Productiveness," and "Effectiveness." On each item listed as a subfactor, at least 70% of the graduates were rated as "highly satisfactory" or "outstanding." The highest ratings were given for items included under the major factor "Adaptability on the Job as a Whole." Ninety-three percent were rated either "highly satisfactory" or "outstanding" on cooperation with supervisors, and attitudes, willingness to learn. Nine out of ten were viewed as "highly satisfactory" or "outstanding" on dependability, relations with fellow workers, and observance of rules.

G. Comments

At the end of the questionnaire form, space was allotted for any comments the supervisors might wish to make concerning ADCOP. Twenty-four of the respondents made comments.

In general, the supervisors reported a positive attitude toward the program. Examples of typical comments are:

"Navy should feel extremely satisfied"

"Provides men with strong background in oral and written communication skills"

"Graduate able to use information gained through ADCOP very effectively"

"Good program for extension of service"

"Graduate has greater potential than his peers"

"Demonstrates a more comprehensive understanding of technical skills than others in same pay grade."

One specific criticism was made frequently. The supervisors felt it was difficult to assess any improvement in the graduates performance since they did not know the individuals prior to ADCOP.

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REFERENCES

1. Ware, S. B., Motivational Effects of the Associate Degree Completion Program - Report 1, Washington, D. C.: Naval Personnel Program Support Activity, Personnel Surveys Division, December 1967. (WRR 68-8)
2. Ware, S. B., Motivational Effects of the Associate Degree Completion Program - Report 2, Washington, D. C.: Naval Personnel Program Support Activity, Personnel Surveys Division, June 1968. (WRR 68-19)
3. Muldrow, T. W., Motivational Effects of the Associate Degree Completion Program - Report 3, Washington, D. C.: Naval Personnel Program Support Activity, Personnel Surveys Division, September 1968. (WSR 69-1)
4. Muldrow, T. W., An Appraisal of the Associate Degree Completion Program by Its Graduates, Washington, D. C.: Naval Personnel Research and Development Laboratory, Motivational and Survey Research Division, October 1969. (WSR 70-2)

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APPENDIX A

Copy of Survey Questionnaire

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ASSOCIATE DEGREE COMPLETION PROGRAM

SURVEY NO. 4

COMMANDING OFFICER QUESTIONNAIRE

NAVY

SPECIAL SURVEY

In order to assist the Bureau of Naval Personnel in their evaluation of the Associate Degree Completion Program, it is requested that the attached questionnaire be completed. This questionnaire is to be answered by an officer, preferably the ADCOP graduate's supervisor, who is at least a career Lieutenant and in daily contact with the graduate. The responses given will be regarded as confidential and will not become a part of the individual's personnel file or be used for assignment or promotion purposes.

Your cooperation in completing this questionnaire as fully and accurately as possible will be appreciated. When you have completed the questionnaire, review your answers to insure that all questions were answered. Please return the completed questionnaire within seven (7) days of receipt in the enclosed envelope.

BUREAU OF NAVAL PERSONNEL

COMMANDING OFFICER QUESTIONNAIRE

INSTRUCTIONS:

Read each question carefully and select the answer that best applies by circling the letter preceding it. Print clearly the letter for your answer (questions 3-12) where boxes are provided. Please complete this questionnaire without the ratee's knowledge. Add any clarifying comments to each question that may occur to you.

Graduate's Name:	_____
	Last First M.I.
Service Number:	_____
Rating:	_____
Paygrade:	_____

Name of Rater _____
 Last First M.I.

Rank of Rater _____

Billet Title of Rater _____

Name and Address of Command _____

1. Are you the immediate supervisor of this individual?

- A. Yes
- B. No
- C. If no, specify relationship _____

2. How has the ratee adjusted to military life after having been an ADCOP student?

- A. He hasn't completely made the adjustment
- B. He made the adjustment easily
- C. He is having difficulty making the adjustment
- D. No judgment can be made

With a view toward measuring any improvement in performance attributable to ADCOP schooling, evaluate this man in the areas listed below. As a basis for evaluation, compare this man with others in the same paygrade and rating by placing the appropriate letter in the box to the left of each item.

- A. Much better
- B. Slightly better
- C. About same
- D. Not as good
- E. Don't know

- ☐ 3. Enthusiasm about his work
 - ☐ 4. Communication skills (reading, writing and/or speaking)
 - ☐ 5. Technical performance on job
 - ☐ 6. Evidence of leadership ability
 - ☐ 7. Evidence of initiative
 - ☐ 8. Good representative of the Navy
 - ☐ 9. Professional proficiency
 - ☐ 10. Ability to get along with peers
 - ☐ 11. Ability to get along with those working under him
 - ☐ 12. Ability to get along with those under whom he is working
13. Do you think the ratee's attitude towards the Navy has changed since completion of ADCOP?
- A. His attitude is much more favorable
 - B. His attitude is slightly more favorable
 - C. Cannot detect any change
 - D. His attitude is slightly less favorable
 - E. His attitude is less favorable
 - F. Don't know

14. Do you expect a higher standard of performance on the job from this man because of his ADCOP schooling?
- A. Yes
 - B. No
15. Do you think attendance at ADCOP school has increased the ratee's rank aspirations?
- A. Yes
 - B. No
 - C. Don't know
16. What is the highest grade you think this man is capable of attaining while on active duty?
- A. Petty Officer, second class
 - B. Petty Officer, first class
 - C. Chief Petty Officer
 - D. Senior Chief Petty Officer
 - E. Master Chief Petty Officer
 - F. Warrant Officer
 - H. Commissioned Officer
 - I. Don't know
17. Do you feel this man is a greater asset to the Navy because of his recent schooling in the Associate Degree Completion Program?
- A. Yes
 - B. No
18. Who, in your opinion, stands to gain the most from the Associate Degree Completion Program?
- A. Both the Navy and the man will benefit
 - B. The man has more to gain than the Navy
 - C. The Navy will benefit most
 - D. Neither the man nor the Navy will benefit
19. How long have you been in position to evaluate the ratee on the information contained in the above question?
- A. One month or less
 - B. More than 1 but less than 3 months
 - C. Three but less than 5 months
 - D. Five but less than 7 months
 - E. Seven months or more

20. Please make any comments you feel pertinent to aid in the evaluation of ADCOP. _____

21. Please complete the evaluation sheet on the next page.

RATING FACTORS		NA - NOT APPLI- CABLE OR NO - NOT OBSERVED	EVALUATIONS OF PERFORMANCE (CHECK) X				OUT- STAND- ING
RATING			UNSATIS- FACTORY	SATISFACTORY			
INSTRUCTIONS:				LOW SATIS- FACTORY	MEETS NORMAL STANDARD	HIGHLY SATIS- FACTORY	
(RATE THE MAN IN QUESTION ON EACH OF THE BELOW LISTED FACTORS AS THEY RELATE TO HIS WORK. PLACE AN X IN THE BOX MOST APPROPRIATE.)							
FACTOR I. ADAPTABILITY ON THE JOB AS A WHOLE (SUMMARY RATING)							
1. APPLICATION TO DUTY (CONSERVATION OF TIME)							
2. OBSERVANCE OF RULES (CONDUCT, SAFETY, ETC.)							
3. COOPERATION WITH SUPERVISORS							
4. RELATIONS WITH FELLOW WORKERS							
5. ATTITUDES, WILLINGNESS TO LEARN							
6. USE OF KNOWLEDGE AND SKILLS							
7. DEPENDABILITY							
8. INITIATIVE AND RESOURCEFULNESS							
9. VERSATILITY							
10. EFFECTIVENESS IN ORGANIZING							
1. DECISIVENESS							
2. LEADERSHIP							
3. GENERAL ADJUSTMENT TO CONDITIONS OF WORK AND/OR NAVY LIFE							
FACTOR II. QUALITY OF WORK (SUMMARY RATING)							
4. ACCURACY AND THOROUGHNESS OF WORK							
5. NEATNESS, PRESENTABILITY AND ACCEPTABILITY OF WORK							
6. SOUNDNESS OF JUDGMENTS AND DECISIONS							
7. EFFECTIVENESS IN PRESENTING IDEAS OR FACTS							
8. EFFECTIVENESS IN MEETING AND DEALING WITH PEOPLE							
FACTOR III. QUALITY OF WORK (SUMMARY RATING)							
9. AMOUNT OF ACCEPTABLE WORK PRODUCED							
10. MEETING DEADLINES							
1. TECHNICAL ABILITY							
2. PROMPTNESS OF ACTION							
3. PROGRESS TOWARD MEETING OBJECTIVES OR SATISFYING DEMANDS FOR ACTIONS							
FACTOR IV. EFFECTIVENESS							
4. LAYING OUT WORK, AND ESTABLISHING STANDARDS OF PERFORMANCE, FOR SUBORDINATES (INCLUDES DEVISING ADEQUATE STANDARDS AND KEEPING STANDARDS UP TO DATE)							
5. INSTRUCTING, TRAINING AND DEVELOPING SUBORDINATES							
6. KEEPING SUBORDINATES ADVISED OF THINGS THEY SHOULD KNOW							
7. CREATING SUPERVISOR-EMPLOYEE TEAMWORK AND TWO-WAY COMMUNICATION							
8. ESTABLISHING CONDITIONS CONDUCTIVE TO WORK ACCOMPLISHMENT							
9. DIRECTING AND REVIEWING THE WORK OF SUBORDINATES							
10. SETTING AND OBTAINING ADHERENCE TO TIME LIMITS							
1. PROMOTING HIGH WORKING MORALE (INCLUDES GIVING DESERVED RECOGNITION AND APPROPRIATELY SUPPORTING SUBORDINATES)							

APPENDIX B

Supporting Table

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TABLE 1

PERCENTAGE DISTRIBUTION OF RESPONSES TO
COMMANDING OFFICER QUESTIONNAIRE

Q 1. Are you the immediate supervisor of this individual?

Total
100%

51 A. Yes
49 B. No

Q 2. How has the ratee adjusted to military life after having been
an ADCOP student?

Total
100%

5 A. He hasn't completely made the adjustment
85 B. He made the adjustment easily
-- C. He is having difficulty making the adjustment
10 D. No judgment can be made

TABLE 1 (Continued)
PERCENTAGE DISTRIBUTION OF RESPONSES TO COMMANDING OFFICER QUESTIONNAIRE

With a view toward measuring any improvement in performance attributable to ADCOP schooling, evaluate this man in the areas listed below. As a basis for evaluation, compare this man with others in the same pay grade and rating by placing the appropriate letter in the box to the left of each item.

- A. Much better
B. Slightly better
C. About same
D. Not as good
E. Don't know

Total	A	B	C	D	E	Left Blank	
100%	46	31	17	3	--	3	Q 3. Enthusiasm about his work
100%	51	39	7	--	--	3	Q 4. Communication skills
100%	20	34	37	2	5	2	Q 5. Technical performance on job
100%	29	39	19	7	3	3	Q 6. Evidence of leadership ability
100%	51	22	20	5	--	2	Q 7. Evidence of initiative
100%	44	46	7	--	--	3	Q 8. Good representative of the Navy
100%	32	25	34	2	5	2	Q 9. Professional proficiency
100%	32	30	34	2	--	2	Q10. Ability to get along with peers
100%	24	29	39	--	5	3	Q11. Ability to get along with those working under him
100%	37	32	29	--	--	2	Q12. Ability to get along with those under whom he is working

TABLE 1 (Continued)

PERCENTAGE DISTRIBUTION OF RESPONSES TO
COMMANDING OFFICER QUESTIONNAIRE

Q13. Do you think the ratee's attitude towards the Navy has changed since completion of ADCOP?

Total
100%

- 17 A. His attitude is much more favorable
- 2 B. His attitude is slightly more favorable
- 20 C. Cannot detect any change
- 2 D. His attitude is slightly less favorable
- 5 E. His attitude is much less favorable
- 54 F. Don't know

Q14. Do you expect a higher standard of performance on the job from this man because of his ADCOP schooling?

Total
100%

- 90 A. Yes
- 10 B. No

Q15. Do you think attendance at ADCOP school has increased the ratee's rank aspirations?

Total
100%

- 66 A. Yes
- 19 B. No
- 15 C. Don't know

TABLE 1 (Continued)

PERCENTAGE DISTRIBUTION OF RESPONSES TO
COMMANDING OFFICER QUESTIONNAIRE

Q16. What is the highest grade you think this man is capable of attaining while on active duty?

Total
100%

- A. Petty Officer, second class
- B. Petty Officer, first class
- C. Chief Petty Officer
- 8 D. Senior Chief Petty Officer
- 12 E. Master Chief Petty Officer
- 15 F. Warrant Officer
- 63 H. Commissioned Officer
- 2 I. Left Blank

Q17. Do you feel this man is a greater asset to the Navy because of his recent schooling in the Associate Degree Completion Program?

Total
100%

- 98 A. Yes
- 2 B. No

Q18. Who, in your opinion, stands to gain the most from the Associate Degree Completion Program?

Total
100%

- 85 A. Both the Navy and the man will benefit
- 10 B. The man has more to gain than the Navy
- 5 C. The Navy will benefit most
- D. Neither the man nor the Navy will benefit

TABLE 1 (Continued)

PERCENTAGE DISTRIBUTION OF RESPONSES TO
COMMANDING OFFICER QUESTIONNAIRE

Q19. How long have you been in position to evaluate the ratee on the information contained in the above questions?

Total
100%

- 7 A. One month or less
- 20 B. More than 1 but less than 3 months
- 37 C. Three but less than 5 months
- 29 D. Five but less than 7 months
- 7 E. Seven months or more

TABLE 1 (Continued)
PERCENTAGE DISTRIBUTION OF RESPONSES TO COMMANDING OFFICER QUESTIONNAIRE

RATING FACTORS	NA-Not Applicable or No-Not Observed Left Blank	EVALUATION OF PERFORMANCE				Percent	
		Unsatisfactory	SATISFACTORY				Out-standing
			Low Satisfactory	Meets Normal Standard	Highly Satisfactory		
FACTOR II. QUALITY OF WORK							
14. Accuracy and thoroughness of work	5			7	49	39	100%
15. Neatness, presentability and acceptability of work	3			7	46	44	100%
16. Soundness of judgments and decisions	5			20	51	24	100%
17. Effectiveness in presenting ideas or facts	5			12	44	39	100%
18. Effectiveness in meeting and dealing with people	5			17	37	41	100%
FACTOR III. PRODUCTIVENESS							
19. Amount of acceptable work produced	5		3	12	46	34	100%
20. Meeting deadlines	7		5	10	49	29	100%
21. Technical ability	10		5	7	37	41	100%
22. Promptness of action	5		5	10	51	29	100%
23. Progress toward meeting objectives or satisfying demands for actions	4		2	15	49	30	100%

TABLE 1 (Continued)

PERCENTAGE DISTRIBUTION OF RESPONSES TO COMMANDING OFFICER QUESTIONNAIRE

RATING FACTORS	NA-Not Applicable or No-Not Observed Left Blank	EVALUATION OF PERFORMANCE					Out- standing Percent
		Unsatis- factory	SATISFACTORY			Out- standing	
			Low Satis- factory	Meets Normal Standard	Highly Satis- factory		
FACTOR IV. EFFECTIVENESS							
24. Laying out work, and estab- lishing standards of perfor- mance, for subordinates (in- cludes devising adequate stand- ards and keeping standards up to date	17		2	10	49	22	100%
25. Instructing, training and devel- oping subordinates	12			12	42	34	100%
26. Keeping subordinates advised of things they should know	5		2	10	44	39	100%
27. Creating supervisor-employee team- work and two-way communication	12		5	12	37	34	100%
28. Establishing conditions conducive to work accomplishment	12		3	12	46	27	100%
29. Setting and obtaining adherence to time limit	9		5	10	49	27	100%
30. Directing and reviewing the work of subordinates	12		3	12	46	27	100%
31. Promoting high working morale (includes giving deserved recognition and appropriately supporting subordinates)	10			12	44	34	100%

DISTRIBUTION

BUPERS (20)
CNO (OP-07TL)
CNO (OP-09D)
CNO (OP-100C31)
CNO (OP-12)
CNO (OP-964)
COMSERVLANT
COMSERVPAC
EPDOLANT
EPDOPAC
DDC (20)
NAVPERSTRARSCHLABSDIEGO (10)
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13. ABSTRACT <p>The objective of this study was to determine how supervisors of ADCOP graduates felt participation in the program affected the graduates' on-the-job performance, and general attitude toward the Navy.</p> <p>During the last week of July 1968 questionnaires were mailed to each of the supervisors (N=41) of ADCOP's first group of graduating participants. Responses were received from all supervisors.</p> <p>Findings show that the majority of the supervisors felt the ADCOP graduate was a greater asset to the Navy because of his junior college schooling, and that ADCOP would prove to be beneficial to the Navy and to the men who participate in the program. Nine out of ten supervisors considered the ADCOP graduate better in communication skills and a better representative of the Navy than his non-ADCOP peers.</p> <p>Supervisors rated at least 70% of the graduates as "highly satisfactory" or "outstanding" on each factor related to their work. The highest ratings were given for areas included under "Adaptability on the Job as a Whole." These included Cooperation with supervisors; Attitudes, willingness to learn; Dependability and Relations with fellow workers.</p>			

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